Self-assessment by
Natalie Kuhn (she/her)

A summary about me:

I have been practicing Service Design for the last seven years. I consulted a plethora of clients while working at FJORD, a service design consultancy within Accenture Interactive, and currently apply and advise on SD methods within a listing of in-house projects at the Capital One Commercial Bank. The Capital One Commercial Bank is a business-to-business organization, which allows me to leverage systems thinking across various lines of business, complex processes, and several tech platforms. On the side of my project work, I teach Service Design courses within the NYC area and co-run the Service Design Network New York Chapter.

I currently work as a/at:

I currently work as a Senior Manager of Service Design within the Capital One Commercial Bank (https://www.capitalone.com/commercial/). I manage a small design team overseeing design efforts within a few lines of business, i.e., Treasury Management, Commercial Card, Credit, and B2B Payments . I regularly teach courses across the Capital One enterprise as a volunteer in addition to advising the lines of business I support directly, and coaching my day-to-day project team.

My LinkedIn profile:

https://www.linkedin.com/in/nataliekuhn/

My social media channels:

Twitter https://twitter.com/n4t4li3
Instagram https://www.instagram.com/natalierightnow/
Medium https://medium.com/@writingsbynatalie

My educational background:

I studied Graphic Communication and received a Bachelor of Science degree at the California Polytechnic State University in San Luis Obispo, California. This major incorporated business, design, psychology, and technology, which ultimately led me to become fascinated with how people, businesses, complex systems, and tech come together. I pursued jobs which allowed me to deep dive into these things: jobs particularly focused on research, process, and human behavior. It was not until I began working at FJORD that I was more formally educated on the definition and application of Service Design through their Service Design Academy (SDA), run internally by Shelley Evenson. After the SDA,

SDN∞
SERVICE DESIGN NETWORK

my passion toward Service Design grew, and I have taken on as many opportunities as I can to learn and practice through projects at work, personal projects outside of work, speaking, teaching, and learning from others within the space. A few years ago, I was certified as a Service Design Trainer within Capital One and have been teaching regularly ever since. I spend time each week, both with people I know and people I have recently met, discussing SD, as well as attending Service Design events whenever I can – whether they are the SDGC, SDN NYC-run, or through another SD organization.

The following theories are the key components of my approach to service design:

1. You cannot do Service Design without some level of human-centered research – all Service Design methods involve gathering real data (often both qualitative and quantitative). I regularly see business partners, or even designers who are not as versed in SD, attempting to create SD-flavored deliverables that do not involve incorporating knowledge gained from going outside of their small, core project team. This is dangerous because it ultimately diminishes the value of the Service Design deliverable they are creating, i.e., a Service Blueprint. A person cannot simply put their siloed perspective into the format of a Service Blueprint and call it Service Design; a person needs to actively work with stakeholders, teams, customers, systems, and processes involved in the associated context. The map is an output of a series of efforts, not just an activity done within a closed room. I regularly teach the value of SD and am fully transparent about the work it takes to actually do it. This is not to intimidate people, but rather to teach them that the more work you put into an SD tool, the more value you will get out of it.

2. Service Design requires collaboration across groups, often challenging the status quo – Similarly to how I spoke above about collecting real data through human-centered research, I teach that practicing Service Design at scale will involve heavy lifting, and a person should be prepared to commit long-term to a project or organization to see real change in regard to incorporating SD. More often than not I see organizations that are not empowered to embrace Service Design because of how they are set up structurally. Siloed groups seem to be the more traditional—and ultimately perceived as the "easier"—way of working, versus strategically coordinating efforts across a business where applicable Gaining consensus around priorities across business groups is particularly challenging; I have found this very common within large organizations. So, I see coming up with a Service Design-inspired vision as one thing and often where a group starts, but to truly implement SD, a fundamental change in how a business operates may need to occur. This is part of the reason I left consulting and went in-house – I wanted to more deeply apply Service Design methodology over time to see what was truly possible.

3. In Service Design we look at supporting a successful system, instead of a single audience – Part of the reason working within User Experience Design never fully resonated with me was that I felt we were not positioned with enough information to fully understand the larger ecosystem in which the work we were doing functioned, and further, how our work would impact it. I have always been more curious about larger systems than a single touchpoint like a mobile application, kiosk, or website. When I teach Service Design, I talk about how the methodology is about understanding how people (customer and business staff), process, and technology are orchestrated to deliver a service – not just about how the mobile application works for the customer. I prefer not to put the customer on a pedestal but to look for opportunities for the entire system (front and back stage) to be sustainable. Success of a service is also dependent on how all the groups internal to a business or organization are working among one another process-wise and with their technology.

4. Visualizing invisible systems to illuminate opportunities is fundamental to Service Design – Making a map of how something currently works, or should work, has always been an intuitive step to start with when it comes to design work for me. I took a process design course in college, and it was ingrained in me early on that to positively impact a system you and your teammates must be well versed in how it currently works or map out how it should work if it does not exist currently. Without having a map of

some sort, how do you know what is most broken? How do you know how to systematically incorporate change and know, for certain, what is affecting what? As I entered my career, I found that not every designer was as passionate about this portion of the work as I was, but when I found the Service Design community, I knew I would fit right in. In my courses I teach that creating visuals (whether they are diagrams, maps or otherwise) help make sense of research findings as well as get teams quickly aligned to what they need to do together. I also emphasize that the visual is an output of a series of activities – it is not something people do by themselves or with only their small, core project team. A visual is only as helpful as it is accurate to a real-life scenario with inputs from all stakeholders for a 360° view of what is happening. Diagrams and maps help us get something out of our heads and onto paper for discussion and iterative action. They help us target our efforts and understand their impacts.

5. Implementing change from a Service Design perspective requires holistic view and approach – As I have alluded to within previous points, Service Design requires a comprehensive approach to change. When a team or organization is looking to implement change, they need to consider the effort required by a listing of stakeholders, groups, processes and systems. I often see teams entirely forget to include a team or process because they simply forgot, or just find it easier to "involve that group later." This is a major oversight that I work to eradicate through teaching and coaching. You cannot implement Service Design without buy-in across all the parts of the system, i.e., across lines of business or even across an entire organization, depending on the scenario . Sadly, alignment on key priorities to allocate talent and resources can be the most challenging aspect of Service Design. However, I consistently remind students and teammates that alignment is a core component of the work. Service Design work does not just stop at a great idea or strategy – it goes through implementation, which can require tough conversations and tradeoffs that an organization will need to have and make.

These are the most relevant resources I base my work on and I recommend them as a body of knowledge in service design:

Service Design Network (online repository and community) https://www.service-design-network.org/
I see the SDN as having one of the most comprehensive online repositories for Service Design articles, publications, events, profiles, and general knowledge out there. I also believe the community (outside of the website) is full of driven thought leaders. I regularly recommend that individuals interested in SD connect with SDN members, trainers, and chapter communities as appropriate. I encourage folks to just jump in if they are new – whether they attend an event, start reading content, volunteer, or even become a member immediately. If I meet someone who has been studying or working within the SD industry for a while, they often already know about the SDN, and so we focus on how they could get even more involved within their local, or the larger, community.

This is Service Design Doing (book, school) https://www.thisisservicedesigndoing.com/
I recommend This is Service Design Doing to individuals who have a sense of what Service Design is but really want to dig in deeper and look through more examples of SD application. These individuals may be coming from another area of design or separate industry altogether. I see this resource as a gateway to others, including the one listed below. I also appreciate the This is Service Design Doing book for having been a collaboration across so much of the SD community and call that fact out as well. TiSSD, or really Marc Stickdorn, Markus Hormess and Adam Lawrence, have launched a school. It looks great, and I continue to check in to see what they are up to. I may recommend that soon as well.

These are Service Design Methods (book, methods) https://www.thisisservicedesigndoing.com/methods
Typically I recommend These are Service Design Methods as a pairing with This is Service Design Doing . I explain that This is Service Design Doing is more about contextualizing SD within the real world, or more about the what, whereas These are Service Design Methods is more about the how. This resource gets more into the weeds of running SD activities; it is much more tactical. I think both

resources support an individual in different ways – This is Service Design Doing for broad strokes and These are Service Design Methods for getting detailed.

A Tale of Two Coffee Shops (by FJORD) https://vimeo.com/212939377
I use this video most often with individuals who ask me "What is Service Design?" or when introducing the methodology to a group who is less familiar. I will often include it as a reference toward the end of a presentation deck. I see it as a nice, quick summary of how SD works.

SDN New York Chapter, All Chapters https://sdnnyc.com/ https://www.meetup.com/sdnnyc/events/past/
Depending on the context of a training, talk, or connection with an individual, I often recommend the SDN New York Chapter events and community. I am biased because it is a community that I serve locally here in NYC. I have been a chapter representative for a couple years now, and the people who attend our events and are generally involved in our efforts are wonderful. I also think quite highly of the speakers, facilitators, topics, and interactive nature of all our events – again, I am biased. I think the SDN New York Chapter community is a great place to get to know people passionate about the SD industry and learn new things directly or indirectly related to SD. I secondarily recommend that an individual look for an SDN chapter within their city or simply within their time zone (with 2020 extending the reach of content through Zoom) and to see what events they are hosting or simply what activities they have been up to most recently. I learn best from applying learnings and talking to others, so that is why I recommend SDN chapters as a means to learn about or get more involved in Service Design.

SDN Global Conference https://www.service-design-network.org/global-conferences
If an individual is looking for a conference, knowing that conferences require financial investment and time away from work, I recommend the Service Design Network Global Conference (SDGC). I see the conference as a coming together of many, if not most, Service Design professionals. It truly feels like a coming together of the larger, global Service Design community. I feel energized afterward if I am able to attend and I sense that from others, so I regularly recommend it for those who have the means to invest.

Global Service Jam http://globaljams.org/
I recommend this event as a lower barrier to entry to meet others interested in SD, and often practicing Service Designers, within their local community. I have been a mentor a couple of times within the New York Global Service Jam and have found it enriching. I explain that not everyone who attends is an expert in Service Design, or even a designer, but you get exposure to the methodology and a chance to practice with others. I find that even though the event takes up a whole weekend, individuals leave wanting more and having a listing of questions related to further application of SD. Any event that can build awareness and interest to the Design and Service Design field seems like a great idea to me. I am also a big fan of co-founder Adam Lawrence's work in spreading awareness of the Service Design field.

I have X years of working experience in service design:

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My working experience in service design includes involvement in:

- Service design projects
- Service design consultancy
- Service design training

I have particular experience in the following service sectors:

Financial Services, Healthcare, Retail, Social Services

I have conducted X service design projects that aim at creating improvements or innovations within organisations:
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These are the service design projects I have successfully delivered:

Service Modernization to Improve Customer and Business Experience
Capital One Commercial Bank | July 2020 – Present
I am driving the research and Service Design efforts to facilitate collaboration across customers, product owners, sales teammates, our technology group, and an external vendor, as well as owning six feedback tracks to iterate on our process as we go and two service blueprints to track opportunities.

A New Selling Strategy to Better Match Business to Appropriate Customers
Capital One Commercial Bank | January 2020 – December 2020
I led efforts to gather and synthesize notes from six internal groups who work directly with our customers to identify which service offerings best meet customer needs, and which have room to grow. This has helped my product partners and me to identify a selling strategy and rollout plan for 2021.

Multipronged HR Approach to Improve Associate Morale and Empowerment
Capital One Commercial Bank | August 2019 – Present
I coordinated the research, strategy, and subsequent Service Design implementation efforts for a project geared toward better empowering associates. I interviewed over 40 individuals from different backgrounds and groups to come up with six themes that launched a series of multichannel initiatives I supported from an advisory role. They continue to be rolled out and iterated upon today.

Cross Value Stream Vision to Revolutionize Onboarding Process and Tools
Capital One Commercial Bank | August 2017 – January 2019
In close partnership with a product, tech, and operations teammate, I led an Agile train associated with identifying and pursuing opportunities to improve the new service onboarding process across the Commercial Bank (which had never been done before at that scale) for both customers and associates. We looked at both digital and process opportunities.

Research and Development to Encourage Branchless Customer Banking
Capital One Commercial Bank | June 2017 – August 2017
I was the first designer to work within this space and guided the team through research and co-creation efforts to help them define a series of initiatives that they would implement up through today amongst teammates outside of myself given my other responsibilities. I led teams through research, synthesis, concepting, prototyping, and strategically iterating upon efforts for continued improvement.

Planning, Design and Launch of Gesture Based Tool to Bring Studio Together Interpersonally
FJORD Chicago Studio Side of Desk Project | January 2016 – December 2016
I saw an opportunity, along with another teammate, to build a stronger bond between two organizations that had merged into the same physical studio location. I led research, synthesis, experience mapping, ideation, storyboarding, and prototyping efforts that led to a live LEAP motion team building tool .

Holistic Strategy to Improve Integration of Associate Team with Larger Organization
Accenture Legal Team through FJORD Consulting | February 2016 – December 2016
I partnered with three other Service Designers to define a set of programs to help an internal team better collaborate with the teams they supported. Programs were multichannel (online and offline) and planned over the course of the next year to two years.

Platform to Enable Financial Organization Buyers and Suppliers to Manage Transactions

JP Morgan Chase through FJORD Consulting | February 2015 – January 2016
I worked closely with two other Service Designers to research, synthesize, service blueprint, co-create, ideate, and ultimately design a two-sided platform for a financial services client that would allow their clients to manage incoming and outgoing payments. The tool also provided meaningful insights and helped align with their offline processes and tasks.

Redesign of Child Support Calculator to Provide Transparency Around Fair Orders
State of Michigan through FJORD Consulting | June 2014 – December 2014
I worked alongside two other Service Designers to research, synthesize, service blueprint, co-create (through the form of a series of JADs, join application development sessions), and ultimately iterate on the child support calculator launched to support the state of Michigan.

I have provided service design training sessions and/or other educational experiences for X years:
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My philosophy as a trainer is:

Within each training I facilitate, I make sure there is time to listen, learn, and ask questions, as well as time to apply learnings to a classroom prompt and real-life scenario related to the participants' work. I continue to refine my ability to bring people along as adult learners versus lecturing at them – I aim to help people come to the conclusion of the points I am trying to make so that they bond more closely with the material. I take on a series of modes throughout a course – teaching material, facilitating conversation, stepping back for independent application, and coaching as needed so that each participant has immediate takeaways for implementing Service Design post session.

I see Service Design training sessions, or any educational experience, successful if the student can leave with an understanding of the big picture of where methodology fits into the real world, general phases associated, i.e., research, synthesis, co-creation, prototyping, realization , how they can start using one or two methods in their work immediately after leaving the session, and where they can go to continue to grow. I try to strike a balance between big picture approach, specific case studies and tactical application. I find learners come in many forms – some would love to think in the abstract while others would like to "get to the point" of how they can use a tool. I look to support both.

These are the service design training sessions and/or other educational experiences I've facilitated within the last year:

Remote Service Design – How to Co-Create Regardless of Location
October 2020 | 1.5 hours | The Parsons School of Design | 30 Attendees
I defined Service Design and its various pillars (i.e., research sense making, co-creation, prioritization, realization) then did a deep dive into how to plan, prepare, facilitate, and debrief from a workshop. I emphasized co-creation, through workshop coordination and synthesis, based on student curriculum.

Applying Service Design within a Financial Institution – Real Life Stories and Learnings
October 2020 | 1.5 hours | SDN NYC Community | 100 Attendees
I defined Service Design and how I apply it within the Capital One Commercial Bank. I introduced specific, tangible examples and learnings that I hoped would empower other individuals within a similar context. The session was structured yet flexible to allow two-way conversion between me and participants. There were so many questions that I wrote a Medium article post-session to answer them.

Research, Mapping and Targeted Ideation – Tools and Methods for Effective Problem Solving
February 2020 | 2 hours | Design Lab at the NYU Tandon MakerSpace | 40 Attendees

I introduced principles of Service Design in layman terms to include students across backgrounds including business, marketing, and technology. I taught them how to conduct empathy interviews, identify key insights, and use a Service Blueprint to prioritize where to focus ideation.

Creating Better Services – Understanding People, Processes and Technologies with Design
January 2020 | 1 hour | California Polytechnic University SLO | 40 Attendees
The audience for this course was visual designers, particularly within the print industry, and so my goal was to make Service Design exciting and interesting to them. I incorporated real-life stories and case studies while teaching them how to use a service blueprint to break down problem space complexity.

Grow @ 1717 Design Day of Learning Intensive – Experience Mapping and Service Blueprinting
October 2019 | 8 hours | Three 1717 Innovation Center Non Profit Organizations | 30 Attendees
I facilitated a 2-hour session teaching teammates from three non-profit organizations how to leverage Experience Maps and Service Blueprints. I walked them through gathering inputs, creation of maps, and how to use maps to more deeply understand their organization and its opportunities for improvement. For the other 6 hours of the design day, I supported other teammates during their modules, including lean canvas framework for prioritization, visual design, and content strategy.

Service Design Immersive 1-Day Course
October 2019 | 8 hours | Capital One Experience Design | 90 Attendees
I co-facilitated an all-day Service Design training for 90 designers across the Capital One enterprise to teach them SD fundamentals, as well as the following tools: Experience Mapping, Service Blueprinting, Service Storming, Storyboarding, and Evolution Planning. My partner and I split ownership of modules.

How to Make an Impact – Design Strategies for Creating Social Good (I facilitated this twice)
October 2018, 2019 | 1 hour | Chicago Ideas Week (Conference) | 50 Attendees
I co-facilitated this session with George Aye, co-founder of Greater Good Studio , to break down how design can be leveraged to have a positive impact on society. I defined Design and coached attendees from various backgrounds (outside of design) through how to make and use an experience map.

Investing in Good – Using Design to Help Amplify Impact
September 2019 | 3 hours | Commercial and Small Business Bank and 4 Local Non Profits | 70 Attendees
I organized and facilitated a 3-hour working session between designers at Capital One (across the Commercial and Small Business Bank) and 4 local non-profit organizations: Goodfynd, Ivy's Tea Co, Echo Five Group, and High Caliber Events. I had the designers support non-profits through interviewing them about their business, creating an experience map, identifying opportunity areas, and coming up with ideas to improve how the organization worked over time. Non-profits took all materials home with them.

Service Design 5 Hour Immersive
July 2019 | 5 hours | Capital One Small Business Bank | 60 Attendees
I co-facilitated an all day Service Design training for 60 associates of varying roles across the Small Business Bank. The goal was to expose the whole line of business to SD and kickstart their ability to apply it within their work. My partner and I split up the following modules: Experience Mapping, Service Blueprinting, Service Storming and Storyboarding. I led Service Blueprinting and Service Storming.

Service Design 5-Hour Immersive
October 2018 | 5 hours | Capital One Customer Fulfillment | 55 Attendees
I co-facilitated an all-day Service Design training for associates of varying roles across our Capital One Customer Fulfillment line of business. The goal was to expose the whole line of business to SD and kickstart their ability to apply it within their work. I facilitated a session on Experience Mapping, Service Storming, and Storyboarding, while my partner facilitated a session on Service Blueprinting.

I mostly provide my training offerings in the following language(s):

English

I mostly provide my training offerings in the following countries/cities:

United States: New York City; parts of the Midwest, East Coast and California.

I cover the following topics during my training offerings:

- Definition of service design
- Differentiation of service design to other approaches like design thinking, service marketing and service branding
- Relationship of service design to agile, scrum and lean
- User research/deep customer insights
- Designing and conducting co-creation workshops
- Creativity and ideation processes
- Facilitation skills for service design
- Prototyping of services
- Implementation of service design concepts
- Building in-house service design capabilities
- Working with complex service systems
- Exploration of systems
- Service design for cultural change
- Organisational development
- Change management

My training participants typically have the following level of experience:

- Novice (new to service design)
- Fundamental (basic knowledge)
- Advanced (practical application)

These are my favourite cases I use to inform participants about the impact and value of service design:

CASE STUDIES EXTERNAL TO SDN

Disney's "Utilidors"
Walt Disney was walking through Disneyland in Anaheim when he saw a cast member in a Frontierland cowboy costume walking through Tomorrowland (a very futuristic, technology heavy exhibit). He found this jarring and broke the magic in the park experience. When he began construction on the Magic Kingdom in Orlando, he incorporated underground tunnels called "utilidors" in order to create a back stage system for a variety of functions including disposing of trash and allowing characters to move, unseen, between park locations. I use this case study to speak to front stage and back stage actions, with the pavement acting as a very clear line of visibility for participants to understand.

Airbnb , Turo
I use both companies as a way of talking about both customer and service provider experience being crucial to the success of the service. There are ample touchpoints, processes and platforms involved to illustrate the importance of their all coming together through Service Design – also, people are familiar with the concept of space and car sharing, so this helps them connect right away with the studies.

Uber , Lyft
Similar to Airbnb and Turo, I use Uber or Lyft to talk through the many components of a service as well as emphasize that there is a customer and service provider experience that needs to be cared for versus

just a customer experience. I would typically choose between Airbnb, Turo, Uber or Lyft – probably not use all of them. It depends on my participants and what would be most relevant for them.

Airline Travel, Restaurant Experience (non-specific to one organization)
I regularly use airline travel or a restaurant experience as a way to explain Service Design in general. Both involve a scenario that most people have experienced firsthand, making the examples very tangible, and depict an orchestra of people, process, and systems working together to provide a service.

SDN CASE STUDIES
I often skim the SDN Case Study area for other examples to pull into a training, depending on the audience. I try to look for examples that I think will resonate, based on who I am teaching and the context of their work. Here are a couple I have talked about more recently –

Researching Food Habits in Netherlands to Encourage More Sustainable Eating and
Designing a Perfect Start That Makes Employees Want to Stay

What I like about both of these case studies is that the content is relatable to many audiences. Most of the world is acutely aware of climate change and food waste, as well as the challenges when orienting yourself to a new job. By starting in a place where participants have experience and awareness, they can jump right into thinking through how Service Design is applied versus getting hung up on the context of the situation altogether. I like that these cases incorporate all the basics of SD – Research, Sense Making, Co-Creation, Prototyping, and tangible outcomes that add value to not only that particular project but insight for other work.

These are the service design methods and tools that I use during my sessions:

Empathy Interviews
In my training sessions, I emphasize the importance of research and input collection to create any sort of Service Design deliverable – diagram, mapping, or otherwise. I use empathy interviews as one example of how you can gather relevant insight. I also reference one-on-one Co-Creation Sessions, Surveys, Card Sorting, or something else more relevant to the participants, pending training scenario and their context.

Stakeholder Map
Because it is so important to include all the right people, and often key groups or stakeholders are forgotten or left out, I find this tool to be an important component of starting work. I explain the importance of taking stock of who should be involved and particularly how they should be involved. It is important to map out whether a stakeholder is engaged on a more regular basis as a core teammate or whether they are looped in as more of a subject matter expert or advisor.

Experience Map
I speak to this tool to make sure participants understand what it takes to have a base-level understanding of a system – that they have a sense of the customer experience. Often an individual or group has not even really thought through the customer experience end to end, so this is a great place to start. I contrast an experience map to a Service Blueprint by clarifying that an Experience Map emphasizes the customer perspective while a Service Blueprint incorporates customer, front stage staff, back stage staff, touchpoints, and technology platforms.

Service Blueprint (Current, Future State)
I appreciate the Service Blueprint as a tool that helps participants start to really consider Service Design as a mindset and methodology. In some cases, the value of using this tool is simply seeing all the parts and pieces of an existing system; often training participants have never considered a service to this level

of detail. It becomes clear that there are major risks associated with not fully understanding how all parts and pieces of a system work together – that you can easily overlook or miss something. When it comes to a future state, it helps participants see what needs to come together for something entirely new. I think this tool helps us get down to brass tacks of what needs to be true for change or creation of something new.

Targeted Ideation

When it comes to Ideation, I like to show a clear connection to Research, Synthesis, and some kind of map. I talk through the importance of inputs, reflecting and making sense of inputs, mapping them out for a clear picture, and then using that map to prioritize areas ripe for Ideation. I have participants circle valleys of an experience (if we are looking at an experience map) or pain points (if we are looking at a Service Blueprint) and think through which areas need to be addressed first. I explain that not all issues can or should be solved at once. It is an interactive process. Once participants have identified a couple of areas, I lead them through ways to facilitate Ideation.

Prioritization Framework

I never leave a group with simply tens of ideas as a facilitator. I teach participants that coming up with a lot of ideas is the easy part – strategically narrowing down ideas is the challenge. I have participants review a few different ways that they can home in on ideas that they should flesh out. Typically, I use a "customer value" versus "level of implementation difficulty" matrix that we position the ideas upon. I also use the analogy of a cupcake to talk about fleshing out an idea to indicate that you should be careful about which components you leave out – you would not want to provide just icing or just the base of the cupcake. Even MVP ideas should consider what makes them a complete package.

Storyboarding

I use Storyboarding as an alignment mechanism; it helps teams to rally around a vision. It is crucial that members of a group all be on the same page in regard to where they want to go, and I find that, without some sort of concise summary of the vision, it can be unclear whether everyone is in alignment. There are some great examples from Disney around the value of storyboarding to bring teams together around where they want to go. I will have participants practice Storyboarding with just six frames.

Service Storming

I like Service Storming as a more "out of the box" approach to prototyping and iterating on an idea. Because I have spent so much time in the corporate world, this particular method seems almost revolutionary to the groups I teach. I think it is a great way to open participants' eyes to the idea of testing the flow of a service in a more physical, verbal, and visual way. It helps teams to see breakdowns right away and to align around what they think needs to change. I love the example of Service Storming used within the movie "The Founder," in which the owners of a hamburger restaurant are using the method to redesign the flow of their kitchen to deliver hamburgers more efficiently. I play this video in training sessions: https://www.youtube.com/watch?v=jTageuhPfAM .

Vision Stories

Similar to Storyboarding I use this as a way to help define a north star and bigger picture that a group is headed toward. I teach participants about the importance of bringing a human, or emotional, lens to how they explain their vision. I see this method as a more refined version of Storyboarding and incorporates a series of mini features or services.

Evolution Planning

I use this method to break down service road-mapping for participants. It is a way to look at a service as a cupcake, birthday cake, and then wedding cake – adding on layers of value to something that already

has enough substance to be able to stand on its own. I introduce this method last as a way of indicating how participants can bring research, synthesis, ideation, prioritization, and fleshed out concepts to life. This is the moment in which we focus on implementation and rubber hitting the pavement, as they say.

After successfully attending my training sessions, participants will typically be able to:

When participants leave my training, I hope for them to be able to –

● Define Service Design and see its relevance to a business, organization, and customer
● View Service Design as a mindset, process, toolset, cross disciplinary language, and approach
● Understand the value of using Service Design for successful development of products and services
● List by name, loosely conduct, and know where to learn more about a handful of SD methods
● Effectively identify the need for and be able to apply in depth 1-2 specific Service Design methods
● See the importance of Service Design in the way that organizations fundamentally operate

I apply the following evaluation tools to make sure the participants have understood the content of my sessions and gained the expected competencies and skills:

I continue to try new ways of monitoring whether the objectives I hoped to achieve were met. I have asked questions of the audience, provided mini quizzes, and even just listened to the questions the audience asks to understand whether points were missed or where there may be confusion.

When it comes to my facilitation skills, I survey participants post-course and review survey analytics, looking at qualitative and quantitative data points. I also often reach out to individuals who have suggested that they are open to providing feedback to collect verbatims (see feedback notes toward the end of my application). I aim to constantly improve both the content and my delivery of training sessions.

I systematically evaluate and improve my offerings based on feedback. These are examples of feedback that have led to improvements:

I have recently refined the way that I explain Service Design mindset, process, toolset, cross disciplinary language, and approach as well as how I walk through transitions between phases of SD and case studies I share from feedback. I am often asked about very specific scenarios, and so I have opened my door to one-on-one coaching in some cases. Overall, the feedback I have heard from participants is that they simply want "more" – more methods, more examples, more ways to apply the methodology. I hope that through the SDN they can find more, as well as through any additional volunteer training I provide.

Recently I have gotten feedback on the specific way that I facilitate and the appreciation for my candor and humor; on occasion, I have leaned into my own authenticity as I progress as a trainer. It seems openness and honesty is important to those I train, so I keep that top of mind going into any classroom.

I have participated in the following service design-related activities in order to stay up to date, share my experiences with peers and receive their supervision within the last 12 months:

● SDN Global Conference
● SDN National Conference
● SDN Masterclass
● SDN Chapter Activity
● I am co-founder of the SDN New York Chapter, we host monthly events

I actively support the local or national service design community through:

I truly value and enjoy being a part of the local, national, and global service design community and have gotten as involved as my day job will allow through speaking at events, teaching courses, providing

mentorship, co-running an SDN chapter, and generally volunteering where my skills and time allow.

Speaking at Events

I have been speaking at events for a few years now on a variety of topics ranging from the value of conducting human-centered research to how to work as a Designer within Agile, to tactically applying Design Thinking, to the importance and value of Service Design. I have done talks using my own materials and been asked to speak within panels. I have spoken for the following organizations and events: Service Design Drinks Milan, Service Design Network New York Chapter, SDN Global Conference – chapter speaker, Service Design Week by IQPC, Chicago Ideas Week, and Agile Alliance.

Teaching Courses

I have listed the courses I have taught above (within the training / education showcase section) but to provide an overview, organizations I teach within most regularly include: Capital One, the Parsons School of Design, and NYU. I have also taught an SD course at the California Polytechnic State University out in San Luis Obispo, California, for their largest annual event – International Print Week . For the Cal Poly course in particular, the college has been looking to provide students with systems thinking and particularly Service Design. The professors I met with asked me whether I would be interested in designing a Service Design curriculum, as they do not currently have one but have begun networking with subject matter experts to kick one off. It was an excellent opportunity to be invited to speak and expose their students to the Service Design industry, and I love the idea of teaching more. I am not ready to make a leap into full-time teaching, but it is definitely something I enjoy and look forward to getting to do more of as I progress in my career. I have also been asked to teach at NYU.

Providing Mentorship

I have acted as a mentor during the Service Design Global Jam weekend, for the Hexagon mentorship program (which lasts a couple of months), and for Design for America for a few years now. I also regularly meet individuals within the NYC community in one-on-one thirty-minute sessions to offer any support I can as it relates to career path, project work and/or Service Design. These thirty-minute sessions can come in the form of follow-up sessions with students I have met through a talk or training I did, advice to an SDN New York Chapter community member who asks for it, or a recommended connection in which either they or I want to learn something from one another as it relates to career and Service Design.

Co-Running an SDN Chapter

I have been an SDN New York Chapter representative for a couple of years now – I am one of three founding members. Two friends and I initially started a Meetup group called the NYC Service Design Collective, and after a year we decided to apply to become an SDN chapter. I have loved getting to know the local NYC community of Service Design enthusiasts – and we have now expanded our reach through the recent 2020-Zoom-effect. The SDN NYC welcomes all levels and backgrounds. We see attendees join who are students, academics, and professionals already engaged with Service Design, as well as individuals looking to make a transition and come to learn about where their skills may translate. I have organized and co-run the majority of the events although we occasionally have a volunteer step up to organize. I see my role as elevating those who have something to share with the NYC SD community as well as helping make Service Design more accessible to those who can attend or read recap event content. The SDN NYC chapter is committed to welcoming, interactive, and consistent event production. We host events on the second Tuesday of each month and format has ranged from talks, panels, interactive workshops, and service safari. We were honored and thrilled to have won a chapter award within the 2019 SDN Global Conference for innovative events.

Volunteering for the SDN Leadership Team
Most recently (part-way through 2020) I spoke up about my interest in helping the SDN organization embrace Diversity, Equity, and Inclusion. This came about as an ask from our SDN New York Chapter community – our community members responded to the Black Lives Matter movement with questions regarding where the SDN stood on the human rights issue. Co-chapter leads and I had similar questions but also had some ideas around what we wished to see. Shortly afterward I was asked by Birgit to help put together a task force that would eventually evolve into a DEI Advisory Board. I have been meeting bi-weekly with Kendall Griffin, who leads strategy and marketing efforts for the SDN, and Max Masure, a design activist I met through the SDN NYC community. We have developed a 20+ page, in-depth document assessing and brainstorming opportunities for the SDN, offered perspective on the SDGC20 DEI approach, facilitated an initial alignment workshop with the SDN leadership, have kicked off two specific DEI projects, and are meeting again with the SDN Leadership team mid-January to continue fleshing out an SDN DEI roadmap. Additionally, Birgit recently asked me to define a listing of folks to support the SDN Leadership team in refining the vision for the organization in January 2021. I am honored and excited to participate.

Exchanging Stories with Other SD Professionals
In January 2021 I look forward to joining an in-house Service Designer Campfire Series organized and facilitated by Service Design Show's co-founder Marc Fonteijn. We will meet for an hour-and-a-half weekly for five weeks to share our experiences and learnings. I look forward to contributing to the micro-community with my perspective as well as gaining more perspective and experience from hearing their stories. I share stories with other SD enthusiasts and professionals on an ad hoc basis throughout the year, but it will be nice to have some structure and a designated facilitator of our conversation.

I have participated as a speaker in the following events:

Event: Transforming Designers – Uncover
Organization: Service Design Drinks Milan
Role: Guest Panelist | Date: November 2020

Talk Title: Chapter Spotlight – Paper Airplanes with SDN New York
Event: Virtual Service Design Global Conference 2020
Organization: Service Design Network
Role: Global Conference Chapter Speaker | Date: October 2020

Talk Title: Evolving How We Work within a Financial Institution to Embrace Service Design
Organization: IQPC – Service Design Week
Role: Conference Speaker | Date: October 2019

Talk Title: From Complete Strangers to Allies: Disrupting the Perception of Design in an Enterprise
Organization: Agile Alliance
Role: Conference Speaker | Date: August 2018

I have published the following books/articles on service design and related fields:

QnA : Applying Service Design within a Financial Institution
Most recently I wrote out my responses to questions asked during a talk I did on applying Service Design within a financial institution for the SDN New York Chapter within this article.
https://link.medium.com/k5HB2JRl0db

Human's Diary Project – Weekly Theme Synthesis
As 2020's pandemic came into full swing, I partnered with two designers out of Milan to host weekly Sunday conversations through Zoom with

individuals from different geographies to exchange and learn from their experiences. I wrote weekly theme recap articles and an insights article based on a co-creation workshop after 10 weeks of sessions.

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SERVICE DESIGN NETWORK